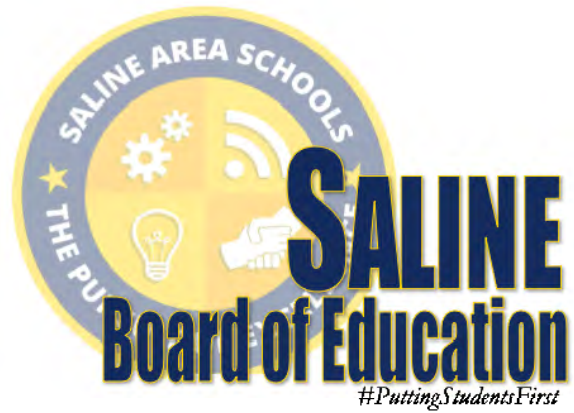


Board of Education Meeting

Liberty School Board Room
January 28, 2025, at 6:30 PM



AGENDA

Mission

We, the Saline Area Schools, will equip all students with the knowledge, technological proficiency, and personal skills necessary to succeed in an increasingly complex society. We expect that our students, staff, and the Saline Community will share in these responsibilities.

OPENING

1. **CALL TO ORDER**

2. **PLEDGE OF ALLEGIANCE**

3. **SUPERINTENDENT'S RECOGNITION**

- **Leigh Ann Roehm**, Presidential Award for Excellence in Mathematics and Science Teaching
- **National School Board Recognition Month**

8. **PUBLIC COMMENT**

A member of the public may address the Board briefly, for up to three minutes, or request to be scheduled on the agenda of a future meeting. Please note that students will be given priority to speak on any topic. The first public participation portion of the meeting will be limited to one-half hour (30 minutes) normally and limited to agenda items. A second public participation portion will be offered at the end of the agenda to allow for any other comment.

Individuals addressing the Board should take into consideration the rules of common courtesy. The public participation portion of the meeting cannot be used to make personal attacks against a Board Member, District Employee, or Student.

STUDENTS

OTHER PUBLIC STAKEHOLDERS

9. **RESPONSE TO PREVIOUS PUBLIC COMMENT**

AGENDA

10. REVISIONS/APPROVAL OF AGENDA

(Items may be added or deleted from the meeting agenda, and/or the order of items may be changed, at the request of an individual Board member or the Superintendent. The agendas must be approved before proceeding further.)

RECOMMENDED MOTION . . . move to **approve the agenda as printed/revised.**

11. STUDENT SHOWCASE

Miss Saline Pageant Scholarship

*Presenters: Lizzie White-Miss Saline 2024, Madylin Marshall-1st Runner-Up, Julianna Marini-2nd Runner Up
Advisor: Kimberly Bryant*

12. ACTION ITEMS

A. RECOMMENDED MOTION ... to approve the closed session minutes of January 14, 2025 for the purpose of Complaints and Disciplinary Action 8(a) and Collective Bargaining 8(c).

13. DISCUSSION ITEMS

A. Report from ad hoc committee on Superintendent Search Firms

Facilitator: President McVey

B. Committee Assignments

Facilitator: President McVey

14. ADMINISTRATION / BOARD UPDATES

15. CONSENT AGENDA

The Consent Agenda is listed in this agenda and will not be read aloud. The motion noted will allow for the authorization of all listed items, without discussion, unless a member of the Board requests that any one or all be considered individually.

RECOMMENDED MOTION . . . move to **authorize the Consent Agenda as printed / amended:**

A. Approval of the Organizational & Regular Board of Education Meeting Minutes of January 14, 2025

- B. **Approval of Payment** of the General Fund Accounts Payable of January 28, 2025, in the amount of \$1,271,783.45
- C. **Approval of Payment** of 2023 Bond Fund Series I Accounts Payable of January 28, 2025,
- D. **Receive and File** Human Resources Report

CLOSING

16. **ITEMS SCHEDULED ON THE NEXT AGENDA**

17. **PUBLIC COMMENT**

A member of the public may address the Board briefly, for up to three minutes, or request to be scheduled on the agenda of a future meeting.

STUDENTS

OTHER PUBLIC STAKEHOLDERS

18. **NEXT MEETING**

The next Board of Education Meeting will be held on February 11, 2025, at 6:30 PM.

21. **ADJOURNMENT**

RECOMMENDED MOTION ... to adjourn the Regular Board of Education Meeting of January 28, 2025, at _____ PM.

Superintendent Search Firm Review for Saline Area Schools

Michigan Association of School Boards (MASB)

Page 2

Michigan Leadership Institute (MLI)

Page 15

Ray & Associates

Page 31



MASB
MICHIGAN ASSOCIATION
OF SCHOOL BOARDS

EXECUTIVE SEARCH SERVICES
presents

A PROPOSAL FOR SERVICES FOR:

Saline Area Schools



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About MASB

The Michigan Association of School Boards has been providing quality educational leadership services to Michigan boards of education for more than 70 years. We are unique in the superintendent search arena in that we are a 501(c)(3) nonprofit service organization that specializes in custom services for boards of education. Other entities offering superintendent searches tend to be for-profit firms and franchises.

Should Saline Area Schools retain MASB’s Executive Search Services, you will, in effect, be hiring the entire Association. You will gain access to MASB’s professional staff, extensive network and resources in their entirety.

Why Choose MASB

MASB is the market leader in superintendent recruitment and selection in Michigan because we’re committed to serving boards of education and, in doing so, creating positive outcomes for students.

Our approach to superintendent search is based upon four core tenets:

1. The responsibility of hiring the superintendent rests solely with the board of education.
2. Choosing the most highly qualified individual—who also represents the ideal fit in your community—is critical to the academic achievement and well-being of your students.
3. Searching for and selecting a superintendent should be an inclusive process that meaningfully engages all stakeholders.
4. Boards of education must have access to all information pertinent to making a sound, informed selection.

MASB is beholden only to boards and has no obligation to place certain candidates.

Nationwide Network

As a member of the National Affiliation of Superintendent Searchers, MASB is connected to a network of superintendent search consultants who assist with recruitment and vetting of candidates. NASS enables MASB to harness the skills and collective networks of search professionals across the country with proven track records of accomplishment, characterized by integrity, passion and focus. MASB has placed more than 15 out-of-state candidates into Michigan superintendent positions in recent years and has provided counsel on dozens of searches in other states.



Open Meetings Act

MASB and its consultants are well versed in the intricacies of the Open Meetings Act and relevant public record laws. All MASB search consultants have ready access to our experienced team of attorneys for any necessary legal consultation. MASB Legal Counsel Brad Banasik, J.D. is recognized as one of Michigan's foremost authorities on the OMA.

Recruitment of Candidates

MASB has a strong track record in diversity and is committed to recruiting a diverse, qualified pool of candidates for Saline Area Schools. We will do this by working our extensive network of state and national contacts along with making available a variety of job posting options to maximize the visibility of this position.

Utilization of an equity lens as it relates to business practice and decision-making is a complex topic that warrants more than a brief mention in this proposal. A sampling of issues related to this topic that MASB consultants can provide guidance on include:

- Types of bias that impact selection and success of the candidate chosen (and how to overcome them)
- Recruitment and selection practices that hinder equity
- How the opportunity gap can cause boards to overlook talent

Database of Candidates

Even though MASB does not maintain a "pool" of candidates, our applicant-tracking software does allow us access to a database of those applicants who have professed an interest in open superintendent positions in Michigan. As a result, a vast majority of the candidates in our searches are coming to us through our recruiting efforts, our employment postings, or through our extensive state and nationwide connections. MASB's Revelus Application system allows all of our postings to be seen in those states that are also using this system. This has significantly increased the number of out-of-state applicants applying for our searches.

Vetting

During the application phase, applicants are entitled to strict confidentiality. Applicants are subject to a rigorous application process and extensive paper screening related to the selection criteria established by a board of education. MASB is able to make discreet inquiries during this phase and leverage the knowledge of applicants garnered in previous state and national searches.

Once a candidate has accepted an interview, relinquishing their right to confidentiality, significant personal and professional reference checks are conducted. Reference checks are sent to individuals listed by the candidates as well as those not listed but accessed by MASB via its extensive state and national networks. While optional, MASB encourages board members to consider making some reference checks themselves in order to gain a better feel for a candidate's prospective fit and leadership style.

Throughout the search, MASB vets every issue reported to its consultants, determining the validity of accusations that invariably surface once candidate names become public. Findings are reported to the board in a timely and straightforward manner.

Background Checks and Screening of Applicants

MASB's processes for screening of applicants and background checks reflect industry best practices and are compliant with the complex web of laws that govern superintendent selection in Michigan.

Based on each district's specific needs, MASB employs an outside party to conduct a host of checks including, but not limited to, checks on identity, criminal records, civil records, employment, and verification of education, employment and professional licensing. There is no additional costs for this service.

All checks are conducted in a manner that is consistent with state and federal laws and entities including the Fair Credit Reporting Act and the Equal Employment Opportunity Commission.

Screening assessments can provide additional insight about candidates. MASB routinely conducts DISC Behavioral and Superintendent Achiever Assessments for districts as requested. Additional fees apply.

Search Team

MASB has a diverse and well-qualified search team consisting of retired superintendents, board members and experienced staff.

MASB Staff Contacts

Greg Sieszputowski, M.Ed.

Director of Leadership Development and Executive Search Services
gregs@masb.org | 517.327.9224

Jay D. Bennett, M.Ed.

Assistant Director of Executive Search Services
jbennett@masb.org | 517.327.5928

Search History

To view a comprehensive list of the hundreds of local and intermediate school districts that MASB's Executive Search Services has served since 1980, please visit our website at masb.org/searchhistory.

Search References

Grand Haven Area Public Schools, 2024 Search
 Christine Baker, Board President
 616.502.9666

Kentwood Public Schools, 2021 Search
 MaryAnn (Mimi) Madden, Board President
 616.460.2977

Lake Orion Community Schools, 2024 Search
 Danielle Bresett, Board President
 248.730.3661

Proposed Search Plan

MASB's Executive Search Services provides comprehensive support throughout the search process with special emphasis on stakeholder engagement and recruiting high-quality candidates. MASB's Search Team will support the board and district staff through all phases of the search process.

MASB's search process is turnkey and generally spans 12-14 weeks; however, there can be some expansion or compression depending on transition circumstances, district activities and calendars of busy school board trustees. While some time efficiencies may be found, it's important to allow adequate time to maintain the integrity of the search. We will work directly with the Saline Area Schools Board of Education to identify the optimal begin and end dates for the search and adjust the benchmarks accordingly.

Planning (1 week)

MASB will work with the board of education to establish a timeline for the search, develop a plan for stakeholder engagement, identify a compensation strategy and publish a preliminary posting about the vacancy.

Preparation (2-3 weeks)

MASB will implement the stakeholder engagement plan and work with the board of education to develop selection criteria for the vacancy. This will include conducting focused conversations with stakeholder groups, collecting perceptual data via an online survey collector and educating stakeholders about the search process as well as mechanisms for input prior to the selection of candidates.

Findings are reported to the board of education in a public meeting and ultimately serve to inform the board's development of selection criteria.

Recruitment (6-8 weeks)

Recruitment of top talent is key to this process. MASB will work with the board of education, district staff, leadership and our unparalleled in-state and national networks to personally recruit competent, highly skilled leaders to this vacancy. The expertise of MASB's award-winning Communications, Public Relations and Marketing Team will be leveraged to ensure tremendous reach and visibility.

Advertising included in the Proposal Fee:

- MASB publications, website and social media outlets
- MIStaff, listing of education jobs available in Michigan
- NASS posting with other state organizations
- Publications of other education associations, as available

Outreach to/identification of qualified prospects will be based on:

- Alignment to the Selection Criteria
- Likely career trajectory of a prospect
- Recommendation received from board of education trustees and stakeholders
- Referrals to MASB via our extended networks of consultants and colleagues

MASB consultants will field inquiries from prospects and reach out to them to foster interest in the vacancy and an understanding of candidates' backgrounds and motivation.

Interviews (2-3 weeks)

MASB will facilitate and manage the screening and interview process on behalf of the board of education—and do so in a manner that reinforces the board of education’s sovereign role in governance and complies with Michigan’s OMA.

MASB has found the following aspects of this phase as particularly noteworthy:

- The board of education will be provided access to the entire pool of applicants; winnowing of the pool will be done by the board in accordance with OMA and with support from MASB.
- MASB will provide the board with a list of top-tier candidates who present the strongest candidacy based on a rigorous paper screening against the selection criteria and information available during this phase of the search.
- Candidate screening and interviews (questions and format) will be designed and administered in such a way as to ensure equity and transparency while also helping the board of education discern strengths and potential challenges related to each candidate.

Selection (1-2 weeks)

MASB advises boards of education not to make a decision until they can feel good about the decision being made. This means an MASB search doesn’t end with two cycles of interviews—an MASB search ends when the board has enough information to feel confident about the selection it is making.

Screening assessments, background checks, organized reference checks, structured interviews, writing assignments and site visits are just a few of the strategies that we leverage to help boards of education garner information about candidates.

After a selection is made, MASB will assist the board, as needed, with contract negotiations and transition planning.

Support

MASB supports and monitors the searches we conduct well past the new superintendent’s start date and throughout the first year. Soon after the new superintendent begins, we help the governance team by facilitating a workshop called Successful Superintendent Transition to establish expectations for the first year. Additionally, our network of retired superintendents and consultants will stay in touch with your superintendent and board president to make sure the relationship gets off to a good start.

Board/Staff Assistance

MASB will work closely with the Saline Area Schools Board of Education to design a search process tailored to the unique needs of the community and execute the search in a manner that is consistent with the district’s expectations regarding professionalism, integrity and equity.

The board of education is integral to the search process and is ultimately responsible for selection of the superintendent. MASB will facilitate the search in such a way that supports the authority of the board, honoring its practices related to governance and the district’s commitment to inclusion and equity.

MASB will work with the board of education and district staff members to ensure transparency, meaningful engagement of stakeholders and impeccable execution of search-related activities.

MASB will require direct assistance from staff—largely in the areas of coordinating communications and logistics for meetings and stakeholder input sessions. We go to great lengths to respect staff time and district resources.

Fees

The fee for the search is \$9,098.40. This fee covers expenses such as mileage (at the Internal Revenue Service's current rate), meals and lodging. Additional and optional fee-based processes, such as screening assessments and supplemental local or national advertising, will be discussed with the board's representative prior to execution. Expenses will be billed to the district as part of the billing process.

Screening Assessments—Screening assessments can be coordinated by your consultant.

- DISC Behavioral Assessment - \$90 per candidate
- Superintendent Achiever Assessment - \$300 per candidate

Supplemental Advertising Opportunities Available and Related Fees

- Local newspapers (paid advertising)
- Ed Week, TopSchoolJobs, \$495 for a 30-day online job posting with unlimited text or html
- The School Superintendents Association, \$559 for a 30-day online job posting
- National Alliance of Black School Educators, \$300 for a 30-day posting
- Association of Latino Administrators and Superintendents, \$250 for a six-week posting

MASB Contract—Superintendent Search

1. Definition of Product or Service

WHEREAS, the School District has a vacancy in the office of its Superintendent of Schools and desires to search for a qualified candidate for this position; and

WHEREAS, the Michigan Association of School Boards, through its consultant, is willing to act as Consultant and Advisor to the School District and render services to assist in the employment of a new Superintendent.

NOW, THEREFORE, it is agreed by and between the parties hereto as follows:

Consultant agrees to serve as Advisor and Consultant to the School District in the selective recruitment process for a new Superintendent.

- I. The Board of Education agrees to pay MASB for professional services and to reimburse MASB for all out-of-pocket expenses of the Consultant. In the event the search is reopened or extended, the Board of Education agrees to reimburse MASB for any additional out-of-pocket expenses such as advertising, background checks and screening assessments. Once a final candidate has been chosen it will be the school district's responsibility to conduct state-mandated fingerprinting, background and employment misconduct checks.
- II. Consultant agrees:
 - a. To assist the Board in selection criteria development, including group interviews of board members, staff and citizens.
 - b. To advertise vacancy and solicit nominations and applications.
 - c. To organize and facilitate a screening of all applicants.
 - d. To assist the Board in preparation for the interview process.
 - e. To render such other professional services in connection therewith as may be required to enable the Board of Education to make a knowledgeable decision in the selection of a new Superintendent.
- III. Consultant will communicate with such district personnel as the Board may from time to time designate, and will update the Board of Education at regular intervals.
- IV. The Board of Education agrees to reimburse MASB for both fees and expenses for any additional consultants as agreed upon prior to services being rendered.

2. Independent Contractor and Liability

In the performance of the services provided under this agreement, MASB, through its Consultant, shall be an independent contractor. Under the Revised School Code, the MASB Consultant has no legal authority to enter into contracts or agreements with applicants on behalf of the Board of Education and is not an employee, agent, joint venturer or representative of the Board of Education.

The Board of Education acknowledges that only it can hire the School District's Superintendent. The Board of Education agrees, to the extent allowable by law, to defend, hold harmless and to indemnify MASB and its Consultant against all claims, losses, liability and damages associated with the selection and hiring of the School District's Superintendent.

3. Effective Date

This Agreement will commence on or about 1/6/2025; however, if no date is specified, the Agreement will commence upon the Association's receipt of this executed Contract and either a purchase order or payment of fees from the District.

4. Term

The Contract will terminate upon completion of the terms of the Contract.

5. Fees

The district agrees to pay the Association the fee of \$9,098.40 and reimburse the Association for any additional expenses such as screening assessments and supplemental local or national advertising.

6. Guarantee of Services

MASB acknowledges the Guarantee of Services, including the "no surprise guarantee" and "satisfaction guarantee" as described in MASB's proposal.

7. Payment

The District agrees to pay the fee(s) under this Contract according to the following schedule:
50% (\$4,549.20) upon signed contract
50% (\$4,549.20) plus any additional approved expenses due upon completion.

8. Termination

This Agreement may be terminated by the District at any time by written notice to MASB. Upon termination of this Contract, the Association shall cease its delivery of services to the District and all money owed to the Association shall become immediately due and payable. This amount will be for services rendered, including out-of-pocket expenses, to the date of termination.

9. Authority

The District represents that the person signing this Contract has full authority to enter into the Contract. Further, either party may rely upon a digital signature as if it were an original, and the failure of a party to have possession of a manually executed original will not affect the validity, enforceability or binding nature of this Contract.

10. Warranties

Except for the services and obligations imposed by the express terms of this Contract, the District and the Association agree there are no other warranties attached to this Contract.

11. Entire Contract

This Contract contains the complete understanding and agreement of the parties and supersedes all prior or contemporaneous agreements or understandings, oral or written, relating to the subject matter herein.

Statement of Assurance

The Michigan Association of School Boards assures and certifies compliance with state¹ and federal laws² as they relate to conducting the process of searching for a new Superintendent. Specifically, MASB assures that:

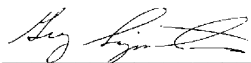
The screening and interviewing of applicants will be performed in compliance with Michigan’s Open Meetings Act, which permits closed sessions to review applications for employment if requested by the applicant and requires all interviews to be conducted in open session.

The requirements of Michigan’s Freedom of Information Act will be followed when requests for documents relating to the search are submitted to the district.

Guarantee of Service

MASB’s Executive Search Services guarantees the quality of our service in the following ways:

- A ‘no surprise’ guarantee—Our consultants will not withhold background information on candidates, and we work closely with you to ensure that stakeholders are well informed about the process.
- Satisfaction guarantee—If the candidate pool falls short of the board of education’s expectations, we will conduct the search again for no additional search fee; reimbursement of out-of-pocket expenses still applies.
- MASB conducts all superintendent searches from a strong school board perspective and with impartiality and professionalism while focusing on the board’s identified hiring criteria and leadership profile. If, at any time during the first year of the new superintendent’s contract the board releases the superintendent, MASB will conduct a second superintendent search for no additional fee. However, the school board would be responsible for new out-of-pocket expenses, if any, incurred by MASB for the second search. PLEASE NOTE: this guarantee is dependent upon participation in the Successful Superintendent Transition Workshop, which must be held within six months after the new superintendent begins work in the district.



Signature of Authorized Representative

Greg Sieszputowski, M.Ed.

Printed Name

Director, Leadership Development &
Executive Search Services/MASB

Title/Organization

1/6/2025

Date Submitted

¹ These include, but are not limited to: (a) The Elliott-Larsen Civil Rights Act (Act 453 of 1976), which prohibits discrimination on the basis of religion, race, color, national origin, age, sex, height, weight, familial status or marital status; (b) Persons With Disabilities Civil Rights Act (Act 220 of 1976), which prohibits discrimination on the basis of a disability; and (c) the requirements of any other state nondiscrimination statute(s) that may apply.

² These include, but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352), which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 540 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; and (e) the requirements of any other federal nondiscrimination statute(s) that may apply.

ON BEHALF OF MICHIGAN ASSOCIATION OF
SCHOOL BOARDS

ON BEHALF OF SCHOOL DISTRICT

Saline Area Schools



Signed:

Don P. Wotruba
Executive Director
1/6/2025

Printed Name:

Title: _____

Date: _____

SUPERINTENDENT SEARCH PROPOSAL



Saline Area Schools

**LEADING THE SEARCH:
MLI Regional President
for Southeast Michigan
John Silveri
jsilverimli@gmail.com**

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Michigan Leadership Institute is a service of the Genesee Intermediate School District
2413 West Maple Avenue
Flint, MI 48507
810-591-3251
<https://mileader.org>

Michigan Leadership Institute

The Michigan Leadership Institute (MLI), one of the most experienced and successful executive search firms in Michigan, is pleased to offer a comprehensive search proposal for Saline Area Schools. In partnership with MLI, Saline Area Schools can benefit from the expertise of MLI in your superintendent search. Our unique partnership would offer:

- A superintendent search using MLI’s proven methodologies and facilitated by MLI Regional President John Silveri;
- The extensive outreach, networking, and marketing of MLI and all MLI Consultants; and
- Ongoing support for your board of education and superintendent.

Michigan Leadership Institute Profile

Michigan Leadership Institute is a Michigan-based business, which focuses on meeting the needs of Michigan school districts. Our mission is to make Michigan’s communities better places to learn and live by **developing**, **deploying** and **supporting** outstanding and inspirational local public leadership.

MLI was founded in 1998 by Dr. Timothy Quinn, who served as President of the organization until 2008 when Dr. Michael Wilmot became President/CEO. In 2018, Genesee Intermediate School District assumed ownership and operations of Michigan Leadership Institute, under the direction of Dr. Steven Tunncliff - appointed Superintendent of Genesee Intermediate School District in July 2021. In September 2021, Dr. Lisa Hagel was appointed Executive Director of Michigan Leadership Institute.

Michigan Leadership Institute values and practices diversity, equity, and inclusion in our organization, our professional development opportunities, and search practices. MLI does not engage in, nor do we support, discrimination of any kind in our business practices, professional development opportunities, or executive search facilitation. It is our belief that an effective leader is ethical, trustworthy, accountable, and epitomizes integrity – qualities that have no racial, ethnic, gender, or cultural boundaries. Further, the Michigan Leadership Institute recognizes the important role of cultural competency for all educational leaders, integrating this important skill into our Superintendent Preparation Series (MLI SUPES Academy). Michigan Leadership Institute recognizes the value in developing high-quality and diverse superintendent candidate pools, and thus we maintain membership in the American Association of School Administrators (AASA), the Association of Latino Administrators & Superintendents (ALAS), and the National Alliance of Black School Educators (NABSE). Lastly, as the Michigan Leadership Institute is owned and operated by the Genesee Intermediate School District, we adhere to all organizational practices and policies, including those associated with diversity, equity, and inclusion.

We believe that the children and communities of Michigan are best served by ethical, competent and sustained leadership in our public schools. Consistent with our mission, we acknowledge that strong leadership for any school system is dependent upon the effective and ongoing development of educational leaders—we are in our 25th year of providing leadership to aspiring superintendents through our MLI SUPES Academy. In addition, we recognize that each school district is unique and that matching the needs of the

district with the skills and attributes or their next superintendent requires an understanding of the district and community—thus we employ Regional Presidents that are keenly aware of their respective regions and dedicate the time necessary to listen and identify the unique needs of their districts in order to find the best “fit” for their next superintendent. As former superintendents, our entire MLI Team understands the challenges of the superintendency and the need for ongoing collegiality and support. We commit to supporting your newly hired superintendent over the course of his/her first year, beginning with a governance workshop with the board of education and its new leader.

Our philosophy as an organization is one of service to children and communities by providing comprehensive and ongoing services to schools across Michigan—to **develop**, **deploy** and **support** outstanding leaders.

We are guided by the following principles:

- **The Calling** - The calling to leadership is an internal calling and a prerequisite for outstanding leadership.
- **Mastery** - Continuous pursuit of mastery in the physical, social/emotional, and intellectual aspects of oneself expands a leader’s strength and effectiveness.
- **Service** - Outstanding leaders define themselves and grow by viewing leadership as service to others.
- **Trust/Integrity** – Honest and open communication is integral to building and maintaining a trusting relationship.
- **Competence** – High quality performance and competence depend on clear articulation of desired outcomes and processes for continuous improvement.

The Michigan Leadership Institute is proud to have a well-founded reputation as the foremost provider of high quality, research-based leadership services in Michigan. MLI offers a wide range of professional services that support school district leadership teams including executive searches, board governance, strategic planning, facilitated evaluations, negotiations support, facilities utilization projects, leadership mentoring, aspiring superintendent preparation (MLI SUPES Academy), and specific program reviews.

MLI has an extensive network of contacts for recruiting top quality candidates for its searches. Superintendents who have been appointed through the MLI search process have demonstrated outstanding leadership and longevity. We attribute this success to our intentional efforts to present candidates that best match the goals, vision, and values of the school districts/organizations. Since 1999, we have conducted over 485 successful superintendent/organizational leader searches across the state of Michigan on behalf of K-12 school districts, ISDs and ESDs, Middle Cities Association, the Michigan Department of Education, colleges and other non-profit organizations, and county municipalities.

MLI also partners with Hulings & Associates to offer personality and behavioral assessment services by credentialed professionals to provide organizations with the “best fit” profiles on candidates. This optional service is available for an additional \$2,000 for up to four candidates, and \$500 for every individual thereafter. If desired, Hulings & Associates will work with MLI and Saline Area Schools to determine the most appropriate time for the assessments to be conducted and result profiles will be delivered to the board of education to assist in the selection process.

By virtue of the numerous searches conducted and a concerted effort to understand and implement searches in compliance with all applicable laws and regulations, Michigan Leadership Institute can help avoid pitfalls and/or errors with respect to these requirements.

Why Select Michigan Leadership Institute as your Search Partner

- We have a proven record of accomplishment for highly successful search process management and placements that are successful in their new positions.
- We thoroughly check applicants' backgrounds prior to presenting to you and as the process progresses, so you will have no "surprises" during the final stages of your search process.
- We work in close partnership with the board of education throughout the search, customizing the search activities to meet the district's unique needs and remaining readily available and responsive throughout the process.
- We ensure that the process is both transparent, with clear and open communication, and inclusive, engaging stakeholders throughout the process to provide input and feedback to the board of education.
- We provide a board/superintendent orientation workshop after the new leader is on the job to help get the relationship off to the right start.
- We provide ongoing support to your new leader during his/her first year on the job.
- We are highly sensitive to confidentiality issues and very experienced with meeting the requirements of the Michigan Open Meetings Act and FOIA.
- We utilize our extensive leadership networks to attract a strong and diverse candidate pool.
- We provide the highest quality professional services at an excellent value.
- The cost of an unsuccessful or ineffective search would far exceed the price of a Michigan Leadership Institute search both in dollars and in impact on students and community.
- Executive leadership is our business and our specialty, as our mission statement, ***developing, deploying and supporting outstanding leaders*** attests to. We have a tremendous amount of expertise and experience with superintendent searches (deploying), but we are adept at developing and supporting district leaders as well. There is no organization that is better suited or better prepared to identify and recruit outstanding candidates, facilitate a successful search process, and continue to support your board and your new leader once the new superintendent is in place than the Michigan Leadership Institute.

Search Process

Michigan Leadership Institute shall fulfill the scope of services as required by the board of education, as indicated by our search process:

The Planning and Preparation Stage

- Discuss and agree upon search activities and services to be performed.
- Establish a search calendar customized to your district's needs.
- Consult with the board of education regarding compensation, benefits and other contractual provisions for the position.
- Consult with the board of education, and with constituents as determined by the board, to gather input regarding the organization's leadership needs. This step may include forums with staff, community members and others.
- Develop an organizational and community profile to identify the unique attributes of the community and the district.
- Prepare and agree upon the position profile and specifications.

The Implementation Stage

- Place advertisements in state professional publications and online educational job posting sites (as part of proposed fee), as well as national professional publications (for an additional fee), as requested and approved.
- Develop an online search brochure; announce position to educational professionals and recruiting contacts.
- Make personal contacts and calls to recruit top-quality candidates.
- Communicate with potential candidates.
- Screen applicants and help to identify potential candidates that best meet the profile.
- Contact candidates prior to presentation to the board.
- Present all applicants to the board in closed session for consideration; the board will discuss and determine candidates to be interviewed in open session.
- Conduct an orientation workshop on appropriate and successful interviewing techniques and preparation for district visitations, if desired.
- Conduct reference checks.
- Prepare interview questions, attend all candidate interviews and facilitate board discussion and deliberation.

The Final Stage

- Communicate with unsuccessful candidates.
- Mediate the employment agreement and/or provide contract/salary information to the board, as desired.
- Facilitate orientation workshop with the new leader and the board.
- Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

As part of the Search Process, MLI will assist with the development of an online search brochure and posting of the search brochure on Frontline (formerly Applitrack), the MLI website, and the MASA website. Jobs posted on the MASA MISTAFF site will automatically post to the following association job sites: MAISA, Michigan ASCD, MASSP, MASB, MEMSPA, and MSPRA.

At the board's request, MLI has the connections to advertise job postings on national sites such as AASA The School Superintendents Association, the Association of Latino Administrators & Superintendents (ALAS), the National Alliance of Black School Educators (NABSE), Education Week, and AESA. If the board of education chooses, the additional fee for national advertising is \$1,400.00 and is invoiced with the final installment of the service agreement.

The Michigan Leadership Institute is known throughout Michigan for its superintendent preparation program, MLI SUPES Academy. The SUPES Academy puts MLI in the unique position of developing and supporting aspiring superintendents. Nearly 800 aspiring leaders have completed this preparation program, including approximately 25% of the current superintendents in Michigan. Although intended as a program to develop the skills and attributes necessary for success in the role of superintendent, the SUPES Academy also serves as an opportunity for MLI to identify high-quality superintendent candidates. As such, the SUPES Academy establishes a diverse "pool" of candidates that MLI accesses when reaching out to prospective applicants.

Lastly, with Regional Presidents across Michigan, who maintain close ties to superintendents and other high-level leaders through our various services (strategic planning, leadership coaching, and governance workshops, to name a few), and our participation in MASA and other leadership organizations, we are able to develop and sustain a large and diverse network of current and aspiring leaders from which to draw upon when recruiting top candidates to a vacancy.

Our process for screening applicants includes a thorough review of all application materials, Internet searches, networking and conversations with viable candidates prior to the Board selecting those it wishes to interview. Once the interview field is discussed and established in open session, and the confidentiality of applicants is no longer an issue, we contact the references provided by the interviewees in addition to colleagues the interviewees have worked with and for. We often have the inherent benefit of having screened applicants previously during other searches. In all searches, MLI Regional Presidents consult with one another and share knowledge and information on all applicants throughout the process.

Note: State-mandated background checks (fingerprinting), and requirements under PA 189 are the responsibilities of the employer and thus must be conducted by the district once a final candidate is selected.

Proposed Search Timeline

- Week 1: Meet with the board of education to gather background, establish parameters of search, agree upon timeline and discuss qualifications and compensation
- Weeks 2-3: Meet with the board and designated staff and community groups to develop a candidate profile and organization/community profile; develop and approve the search brochure
- Weeks 4-8: Post the position, recruit and screen applicants, accept applications until 4:00 p.m. on agreed upon date
- Week 9: Presentation of applicants and determination by board of candidates to interview; selection of questions and preparation for first-round interviews
- Week 10: Initial interviews conducted, stakeholder feedback collected; finalists selected
- Week 11: Finalist interviews conducted, stakeholder feedback collected; finalists meet with stakeholder groups
- Week 12: Board subcommittee visitation to finalist work sites or hosting of finalists for a district tour/community meet and greet, as determined by the board
- Week 13: Selection of preferred finalist; negotiation of agreement
- Week 14: Appointment of new superintendent

Note: This timeline can be customized to meet your district's needs.

MLI Search Facilitation

MLI searches are led by experts who facilitate the search and act as the direct contact with the board, community, and candidates. All MLI searches are supported by the full team of MLI Regional Presidents, Associate Regional Presidents and consultants who collaborate on the search effort to ensure that the best-qualified candidates are brought forward for consideration. MLI Regional Presidents and consultants are well equipped to lead and support executive searches and have extensive experience in the search process, enhanced by their own longevity and success in the role of superintendent—a recognized strength of the Michigan Leadership Institute team.

Leading your search:

Regional President for Southeast Michigan, John Silveri

John Silveri’s career in public education included service to five Metropolitan Detroit area school districts as a teacher, counselor, principal, human resources director, assistant superintendent and superintendent. His 24 years as an administrator in Wayne, Oakland and St. Clair counties included almost 14 years in Allen Park Public Schools, five and a half years as Superintendent of Marysville Public Schools, and nearly five years as Superintendent of Waterford School District. Since his retirement, Mr. Silveri has assisted Birmingham Public Schools as its Interim Assistant Superintendent for Human Resources, Interim Deputy Superintendent and Interim Superintendent; Ferndale Public Schools as its Interim Deputy Superintendent for Human Resources; and Rochester Community Schools as its Interim Superintendent.

Mr. Silveri has served as the chair of a North Central Association visiting accreditation team and as a member of the Board of Directors of the Marysville Chamber of Commerce, the Waterford Coalition for Youth, the Detroit Metropolitan Bureau of School Studies and the Board of Education of the St. Clair County Intervention Academy. He has also served as President of the Wayne County Negotiators and Personnel Administrators Association and as President of the Rotary Club of Marysville. He was most recently a member of the Board of Directors of the Interfaith Leadership Council of Metropolitan Detroit.

Mr. Silveri holds a Bachelor of Science in Education degree from Central Michigan University, a Master of Arts degree in Guidance and Counseling from Eastern Michigan University, and an Education Specialist degree in Administration from Wayne State University. He is a graduate of the MASA Courageous Journey Program and the Michigan Leadership Institute SUPES Academy.

Mr. Silveri has been the Michigan Leadership Institute’s Regional President for Southeast Michigan since 2015. During this time, he has supported various school districts with superintendent searches, strategic planning, grade level reconfiguration, board governance, leadership coaching, etc. Mr. Silveri is a lifelong learner who stays abreast of current developments and trends in public education and continues to grow through his ongoing experiences with school districts and educators throughout Southeast Michigan and beyond.

Michigan Leadership Institute Staff

The following MLI Regional Presidents and consultants will support your search:

Regional President for Southwest Michigan-Andrew Ingall. Superintendent of Grand Haven Public Schools for nearly seven years; served Chelsea School District for 15 years.

Regional President for Northern Michigan-Dr. John Scholten. Superintendent of 23 years at Maple City-Glen Lake Community Schools (nine years) and the Public Schools of Petoskey (14 years).

Regional President for Central Michigan-Tim Stein. Superintendent of Flushing Community Schools for 10 years; served Fenton Area Schools, Grand Blanc Community Schools, and Flushing Community Schools for a total of 33 years.

Associate Regional President for Southwest Michigan-Mr. Pete Haines. Superintendent of Ottawa Area Intermediate School District for six years; superintendent of Greenville Community Schools for eight years.

Associate Regional President for Southeast Michigan-Dr. William Weber. Served as teacher, assistant principal, athletic director, assistant superintendent, and superintendent during his 43-year career in education.

Consultant-Clarence Garner. Served as superintendent of Grand Blanc Community Schools; more than 30 years in education as teacher, principal, personnel director, deputy superintendent, and superintendent.

Consultant-Dr. Randy Liepa. Superintendent of Wayne County RESA for 6 years; superintendent of Livonia Public Schools for 12 years. 30-year career in education.

Consultant-Tom TenBrink. Served Jenison Public Schools for 34 years, 18 as the district's superintendent.

Consultant-Dr. Robert Livernois. Served public education for 36 years, most recently as superintendent of Warren Consolidated Schools. Hosts a weekly radio talk show, "School Talks", that discusses everything education related.

Consultant-Dr. Wanda Cook-Robinson. Lifelong educator and former superintendent of Oakland Schools and Southfield Public Schools, specializing in educational leadership for women.

Consultant-Dr. Debbie McFalone. Former teacher, principal, and superintendent and facilitator of leadership training for superintendents, principals, and school boards.

Consultant-Teresa Weatherall Neal. Former superintendent of Grand Rapids Public Schools specializing in organizational growth, leadership development, and system-wide transformational change.

Consultant-Dr. Keely Mounger. Served as Deputy Superintendent for Genesee ISD, as well as superintendent for Westwood Heights Community Schools and Coleman Community Schools. 30-year plus career in education as teacher, principal, executive director, deputy superintendent, and superintendent.

MLI Executive Director, Dr. Lisa Hagel. Spent her 35-year career in education serving as elementary teacher, coach, elementary principal, high school principal, curriculum director, and local district superintendent for six years. Dr. Hagel then served as superintendent at the Genesee Intermediate School District (directly serving approximately 9,000 students). She has earned multiple degrees from Central Michigan University, University of Michigan, and Eastern Michigan University. She earned her Doctorate degree from Walden University.

Proposed Search Plan

In the initial meeting with the board of education it is critical to determine the preferred method of communication. Typically, the board president is the primary point of contact, with the administrative assistant to the superintendent and board of education assisting with logistics (i.e., meeting times and locations) and the dissemination of messages and information.

This is an integral part of every search we conduct. Our primary direction is from the board of education. However, it is our practice to meet directly with various groups of stakeholders (staff members, parents, community members, and, if desired, high school students) to gather their recommendations in the process. We look to the board of education for guidance and input as to which specific groups of stakeholders it wishes for us to meet with. To seek input of the entire community, the board may also choose to utilize an online survey of stakeholders, as provided by MLI, in addition to face-to-face meetings with stakeholder groups. We provide additional opportunities for involvement by encouraging and collecting feedback from stakeholders following every interview as well as from participants in stakeholder meetings with finalists. Staff and community engagement are areas of great experience and expertise for MLI, and a key to our success and yours.

Our goal is to make the process as easy as possible for the board of education, with the search consultant doing the heavy lifting and minimizing the workload of the board and its district staff to as great a degree as possible.

Although rare, our most significant challenges have arisen when boards of education have chosen not to honor the process we all agree to follow at the beginning of the search process. In nearly every instance where the process was followed with fidelity, we have been highly successful.

We expect a commitment from all members of the board of education to be present and engaged throughout the process, and to honor the process.

Anticipated Fee Structure

Michigan Leadership Institute will provide exemplary services as outlined below in the process of conducting a search for the position of superintendent. Specific services to be provided shall include the following:

1. Advise the board on parameters of the overall search process.
2. Establish a timeline of duties and responsibilities for the search.
3. Facilitate meetings of the board, faculty, staff, community members and other stakeholders as desired to assist in articulating the candidate profile and points of district pride for inclusion in the position announcements.
4. Develop and post a standard search flyer and announcements; recruit a qualified candidate pool.
5. Receive applications, communicate with candidates, conduct paper screening, check references, and analyze all applications relative to the profile developed by the board of education.
6. Present all applicants to the board; facilitate the board process of selecting candidates to interview.
7. Conduct orientation session with the Board on interview process and protocol.
8. Attend all candidate interviews; solicit and collect stakeholder feedback.
9. Facilitate board deliberation on choosing finalists and selecting its new leader.
10. Communicate with unsuccessful candidates.
11. Mediate the employment agreement as requested by the board; provide contract/salary information to the district as requested.
12. Facilitate an orientation workshop with the new leader and the board to develop mutual expectations and understandings.
13. Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

The above-noted services will be provided for **\$8,200.00** plus direct expenses not to exceed \$800.00 (e.g., mileage). ***Please note that the professional services and the professional fees may be modified and customized to suit your district's needs.***

Said fee covers all costs associated with the search including Michigan Leadership Institute staff time, development of posting brochure, online search announcements/job postings, marketing of the vacancy, and associated office expenses. Also included is an optional online survey, produced and analyzed by MLI, and hosted on the District website. MLI consultant mileage expenses will be billed to the District on an actual cost basis (*at the current mileage rate issued by the IRS*). If national advertising is desired, the additional fee of \$1,400.00 will be invoiced with the final installment. An additional fee of \$2,000.00 will be applied for Hulings & Associates services **if desired** by the District. Fees will be invoiced and payable in three equal installments: upon commencement of search, upon recommendation of candidates, and upon selection and appointment of the successful candidate. Expenses will be invoiced with the final installment.

MLI Search Guarantee: If MLI endorses the candidacy of the selected candidate and s/he chooses to leave the district for any reason other than personal health or the health of an immediate family member during the first year of employment, Michigan Leadership Institute will conduct the search for a successor for direct expenses only. *This guarantee has been utilized only three times in the history of Michigan Leadership Institute.*

SERVICE AGREEMENT

Saline Area Schools and Michigan Leadership Institute

By way of this agreement, Saline Area Schools does hereby contract with Michigan Leadership Institute to provide basic services as outlined below in the process of conducting a search for the position of superintendent. Specific services to be provided shall include the following:

1. Advise the board on parameters of the overall search process.
2. Establish a timeline of duties and responsibilities for the search.
3. Facilitate meetings of the board, faculty, staff, community members and other stakeholders as desired to assist in articulating the candidate profile and points of district pride for inclusion in the position announcements.
4. Develop and post a standard search flyer and announcements; recruit a qualified candidate pool.
5. Receive applications, communicate with candidates, conduct a paper screening, check references (*NOTE: State-mandated background checks (fingerprinting), and requirements under PA 189 are the responsibilities of the employer and thus must be conducted by the district once a final candidate is selected*), present all applicants to the board and facilitate the board process of selecting candidates to interview.
6. Conduct an orientation session with the board on interview process and protocol, as desired.
7. Attend initial candidate interviews and facilitate board discussions; communicate with unsuccessful candidates.
8. Mediate the employment agreement as requested by the board; provide contract/salary information to district as desired.
9. Facilitate orientation workshop with the new leader and the board to develop mutual expectations and understandings.
10. Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

The above-noted services will be provided for **\$8,200.00** plus direct expenses not to exceed \$800.00. Said fee covers all costs associated with the search including Michigan Leadership Institute staff time, development of posting brochure, online search announcements/job postings, marketing of the vacancy, and associated office expenses. Also included is an optional online survey, produced and analyzed by MLI, and hosted on the district website. MLI consultant mileage will be billed to the district on an actual cost basis (*at the current mileage rate issued by the IRS*). If national advertising is desired, the additional fee of \$1,400.00 will be invoiced with the final installment. An additional fee of \$2,000.00 will be applied for Hulings & Associates services if requested by the board. Fees will be invoiced and payable in three equal installments: upon commencement of the search, upon recommendation of candidates, and upon selection and appointment of the successful candidate. Expenses will be invoiced with the final installment.

This agreement is hereby entered into by the parties thereto as set forth below:

 Michigan Leadership Institute Date

 Saline Area Schools
 Board of Education Date

Attachment A

MLI Facilitated Executive Searches

2017-Present

ISD/RESA/ESD Searches

Alpena-Montmorency-Alcona ESD	Lewis Cass ISD
Berrien RESA	Muskegon Area ISD
Branch ISD	Marquette-Alger ISD
Calhoun ISD	Montcalm Area ISD
Clare-Gladwin RESD	Newaygo RESA
C.O.O.R. Intermediate School District	West Shore ISD
Hillsdale ISD	Traverse Bay Area ISD
Ionia County ISD	
Kalamazoo RESA	

School District/Organization Searches

Addison Community Schools	Dowagiac Public Schools
Adrian Public Schools	Dundee Community Schools
Anchor Bay School District	Edwardsburg Public Schools
Athens Area Schools	Evart Community Schools
Baraga Schools	Farwell Area School
Beecher Community Schools	Fowlerville Community Schools
Bedford Public Schools	Forest Hills Public Schools
Bentley Community Schools	Fraser Public Schools
Berkley School District	Fremont Public Schools
Birmingham Public Schools	Gladwin Community Schools
Bloomfield Hills Public Schools	Gleaners Community Food Bank
Brandon School District	Glen Lake Community School
Brandywine Community Schools	Godfrey-Lee Public Schools
Brighton Area Schools	Greenspire School
Byron Area Schools	Greenville Public Schools
Caledonia Community Schools	Grosse Ile Township Schools
Camden-Frontier Schools	Hamilton Community Schools
Cass City Public Schools	Hamtramck School District
Cedar Springs Public Schools	Hastings Area Schools
Charlotte Public Schools	Holly Academy
Chelsea School District	Huron Valley Schools
Clarenceville Schools	Ida Public Schools
Coldwater Community Schools	Jefferson Community Schools
Coloma Community Schools	Jenison Public Schools
Colon Community Schools	Jonesville Community Schools
Comstock Public Schools	Kalkaska Public Schools
Constantine Public Schools	Kaleva Norman Dickson/Bear Lake
Coopersville Area Public Schools	Kingsley Area Schools
Crestwood School District	Lake Orion Community Schools
Crystal Falls-Forest Park Schools	Lakeshore Public Schools
Dearborn Heights District #7	Lakewood Public Schools

Lawton Community Schools
Leland Public Schools
Ludington Area School District
Mar Lee School District
Marysville Public Schools
Menominee Public Schools
Mesick Consolidated Schools
Middle Cities Education Association
Millington Community Schools
Morenci Area Schools
Mona Shores
Monroe Public Schools
Muskegon Public Schools
New Buffalo Area Schools
Newaygo Public Schools
Niles Community Schools
Novi Community School District
Oak Park Schools
Olivet Community Schools
Hillsdale Community Schools
Oxford Community Schools
Pellston Public Schools
Pittsford Area Schools
Public Schools of Petoskey
Quincy Community Schools
River Valley Schools

Rockford Public Schools
Romeo Community Schools
Saline Area Schools
Shelby Public Schools
South Haven Public Schools
South Lyon Community Schools
South Redford School District
Sparta Area Schools
Springport Public Schools
Hillsdale Community Schools
Saugatuck Public Schools
St. Charles Schools
St. Johns Public Schools
St. Joseph Public Schools
Sturgis Public Schools
Taylor School District
Thornapple-Kellogg Schools
Union City Community Schools
Utica Community Schools (Asst. Supt.)
Van Buren Public Schools (Finance Dir.)
Watervliet Public Schools
Wayne-Westland Community Schools
West Bloomfield School District
Westwood Community Schools
Wolverine Community Schools

A Proposal for the Selection of a Superintendent

Presented to



Submitted by

Ray & Associates
RECRUITING. DEVELOPING. ENGAGING.

In Partnership With



Phone Number: 319-393-3115 Email: kathy@rayassoc.com
Contact: Kathy Schoenfelder, Coordinator of Leadership Acquisitions

Address: 901 17th Street NE, Cedar Rapids, IA 52402

Phone Number: 319-393-3115

Email: kathy@rayassoc.com

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901 17th Street NE
Cedar Rapids, IA 52402



Phone: 319-393-3115
Email: kathy@rayassoc.com
Website: www.rayassoc.com

December 17, 2024

Mr. Michael McVey, Board President (mcvey@salineschools.org)
Saline Area Schools
7265 N. Ann Arbor Street
Saline, MI 48176

President McVey and members of the Board of Education:

This Proposal is being submitted in response to the email we received regarding your district's need for services pertaining to the upcoming Superintendent search. We want to let you know how Ray & Associates can assist you in that process. We have been highly successful in providing Superintendent search services for districts that are similar to yours in terms of size, cultural diversity and geographic location and would welcome the opportunity to do the same for you.

Ray & Associates is a national search firm which has been in business over 45 years conducting searches nationwide for districts small, large, rural, urban and suburban. We provide search services in the educational field with our main focus being on Superintendent and cabinet level searches. With our extensive regional and national associate base and targeted advertising, Ray & Associates is able to engage quality candidates from around the country, as well as within the state. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for a Superintendent position.

We are familiar with Michigan as we are currently assisting Bay City Public Schools, recently assisted Rochester Community Schools and previously assisted Kalamazoo Public Schools, Northville Public Schools, Ferndale Public Schools, Grand Rapids Public Schools, Ecorse Public Schools, and Detroit Public Schools Community District, among others. We also conducted the most recent search for the Commissioner of the Michigan Department of Education.

Our firm has been in business longer than any other search firm, having conducted searches for districts and state education agencies of all sizes, in various areas with multiple demographics. In addition to our foundational commitments to diversity, equity and inclusion, candidate care and legitimate community engagement, the following practice set us apart:

- Our unique all-inclusive pricing structure includes foreign language assistance for all community engagement efforts at no additional cost; a 2-part candidate screening process, as well as our two-year and five-year guarantees.
- The diversity of our associates provides different perspectives as we recruit, screen and vet candidates thereby allowing us to have recruited and placed more women and minorities than any other firm.

- Our expansive quality client reaches and our extensive district profile building process and subsequent candidate to profile pairing process enables the size and authenticity of the presented candidate pool to be extensive and congruent with the district's educational leadership needs.

Our reputation for success is proven, long-standing, and built upon providing school districts with precisely the type of candidate that satisfies not only the Board but the community and staff as well. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our Cedar Rapids office at 319-393-3115.

Sincerely,



Kathy Schoenfelder, Coordinator of Leadership Acquisitions

Phone: 319-393-3115

kathy@rayassoc.com

Website: www.rayassoc.com

History of the Firm

Who We Are

Ray & Associates, Inc. is a professional organization that *specializes in school executive leadership searches*. We have been in the school executive search business *since 1975*, establishing a strong history and reputation within the industry.

What We Do

As a national search firm, we are uniquely equipped to assist in the selection of a Superintendent who meets the particular needs and qualifications of your district. Our team will guide your district through a step-by-step process to select your next Superintendent.

While many other search firms do not seek out candidates for a position, we believe outstanding candidates need to be recruited. With our extensive regional and national associate base and targeted advertising, Ray & Associates is able to engage quality candidates from around the country, as well as within the state. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for a Superintendent position.

Ray & Associates is an independent and objective firm that does not accept placement fees from any candidate. Our procedure allows us to impartially assist schools in selecting the best individual for their particular needs. You will also find our system is flexible, which allows us to customize the search to meet the desires of the Board.

How We Work

What makes us stand out from the crowd? Our people. Our professional consultants, located across the US, are individuals with diverse backgrounds and long-term experience in the educational executive search field. From backgrounds as school administrators, business executives, school board members, university professors and attorneys, our team brings a wide range of lived experiences and perspectives to the table.

In addition to our Associates, our corporate office in Cedar Rapids, Iowa *maintains a full-time and experienced administrative staff* to assist in the executive search business.



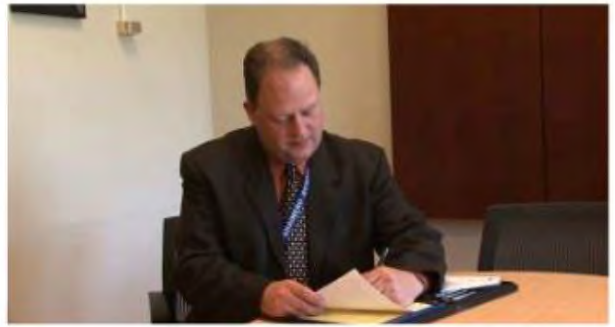
Our Why

As a company, our purpose is *connecting passionate, innovative and driven leaders within education to spaces where they can use their skills to amplify the voices and ideas of their students, colleagues and communities to create a lasting impact.*

The Team

The individuals who make up the Ray & Associates team bring *years of experience* and a depth of expertise unmatched in our industry. Our collaborative group of entrepreneurs, advisors and recruiters all have *significant experience in the school executive search field and extensive backgrounds in school administration, business, and law.* Our professional staff emphasizes confidentiality, ethical business practices, and professional standards for both the client and the candidates

In addition to our corporate office located in Cedar Rapids, Iowa, we have associates located throughout the country. The corporate office also maintains a full-time administrative staff to assist in the executive search business.



We are familiar with Michigan as we are currently assisting Bay City Public Schools, recently assisted Rochester Community Schools and previously assisted Kalamazoo Public Schools, Northville Public Schools, Ferndale Public Schools, Grand Rapids Public Schools, Ecorse Public Schools, and Detroit Public Schools Community District, among others. We also conducted the most recent search for the Commissioner of the Michigan Department of Education.

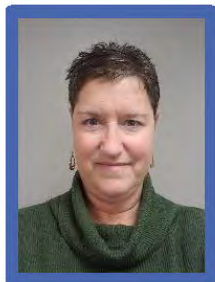
Key Associates

The following principal/project coordinators will be actively involved in working with the school district. The associates listed below will be assisting in recruitment, screening, and background checks. The firm chooses various associates across the country to be sure that every region will be covered to recruit the best candidates for the Saline Area Schools.



Ms. Sheila Alles, Regional Search Associate, Northville, Michigan

Sheila serves our firm as a Regional Search Associate, team member and background investigator and as such performs the recruiting and screening of candidates. She received her B.A. and M.A. degrees in Elementary Education from the University of Michigan and her Ed.S. degree in Administration and Supervision from Wayne State University. Sheila's 47 years of experience in public education include serving as Chief Deputy Superintendent to the State Superintendent, Chief Academic Officer, Curriculum Director and Michigan Interim State Superintendent of Public Instruction.



Ms. Kathy Schoenfelder, Coordinator of Leadership Acquisitions and Corporate Office search contact, Cedar Rapids, Iowa

Kathy is the Coordinator of Leadership Acquisitions for Ray and Associates. She is involved in searches conducted by the firm and will directly interact with Saline Area Schools and any committee that may be established on all details of this search. She joined Ray and Associates 9 years ago after working 30+ years in the legal field.



Dr. David Faltys, Director of Leadership Acquisition Dallas, Texas,

David serves our firm as Director of Leadership Acquisition, team member and background investigator and as such performs recruiting and screening of candidates. He is a graduate of Texas A&M University where he earned his doctorate degree. He is a former classroom teacher, coach, high school principal and assistant superintendent and superintendent in Navasota ISD. David retired as the Superintendent of Carroll ISD in December 2020 having served since January of 2006.

Considered one of the premier districts in the state of Texas, Carroll ISD is a suburban public school district that serves 8,300 students and more than 1,000 employees. David is the second most tenured Superintendent in CISD history. In 2010, he was named Region XI Superintendent of the Year. He was nominated for this honor by the seven members of the Board of Education. He spent 33 years in public education, the last 18 years of which he served as a Superintendent.

The Ray Way: Our Process

Ray & Associates' goal is to make the selection process professional, efficient, and successful to ensure your complete satisfaction with our services. Below you will find an overview followed by a walk-through of our process.

Read on to learn more details about each step in our process.



Board Input and Preparation

- Meet with entire Board to set timeline
- Finalize procedures and services desired
- Establish Board contact person
- Discuss application process, select advertising campaign and determine salary



Profile Development

- Meet with employees and stakeholders as identified by the Board
- Provide our 31 Qualities survey to all community members - available in any language
- Conduct open forums to gather community input
- Review and make the final decision on the desired profile
- Review and approve flyer and application forms.



Recruiting and Screening

- Advertising and recruitment of candidates for the position.
- Conduct the initial screening of the candidates to present to the Board



Candidate Presentation

- Bring forward 8-12 top candidates for Board consideration; review application packets and video interviews
- Complete consensus building matrix to determine candidates
- Work with search firm to establish interview format and questions..
- Schedule 1st round interviews



Selection of Finalist

- Interview 1st round candidates
- Complete consensus building matrix to determine finalists.
- Work with search firm to establish interview format and questions
- Conduct interviews of finalists.
- Complete consensus building matrix to determine final candidate
- Announce Board selected Candidate



Future Planning

- Issue Media Releases regarding the process and selection of new District leadership
- Board Assessment is offered with results shared with Board and new leadership

Stage One: Discovery – Board Input and Preparation

During the first stage, our goal is to learn more about your specifications and unique district culture in an effort to target needs with precision.

The firm will meet with each Board member individually to obtain input for the profile development. We will also meet with the entire Board to determine details like setting the timeline for the search, finalize procedures and services desired by the Board, establish the Board contact person(s), discuss the application process, set the advertising, and determine the salary, among other details.

Action Items during Stage 1:

- Customize the search process to meet the needs and expectations of the district.
- Conduct individual Board member interviews to assess the Board's priorities, goals, and objectives to aid in the development of the criteria and qualifications for the Superintendent position.
- Work with the Board to establish a timeline that lists each step in the search process as well as selection of advertising venues.
- Discuss with the Board the requirements and salary range for the Superintendent position.
- Work with the District staff and those selected by the Board in the development of an accurate informational slideshow and online application form.
- If desired, create the district's promotional slideshow.

[Link to slideshow for Rochester Public Schools, MI](#)

SALINE AREA SCHOOLS SUPERINTENDENT SEARCH **SUGGESTED** PROCESS AND TIMELINE

Items highlighted in yellow indicate an in-person meeting with the consultant(s)

DATE

Stage 1 Board Input & Preparation	<u>2/06/2025</u>	Consultant planning meeting with the Board and discussion regarding individual Board member interviews. (Time: <u>TBD</u>) (option to conduct virtually)
	<u>2/07/2025</u>	Begin preparing information for the district promotional slideshow and online application form with the district liaison representative(s).
	<u>2/07/2025</u>	Notify all associates and other professional contacts of vacancy.
	<u>2/07/2025</u>	Contact constituents and stakeholders for input meetings on <u>2/18/2025</u> .
Stage 2 Profile Development & Process	<u>2/10/2025</u>	Online survey link, for input on developing the profile, available on district website from <u>2/10/2025</u> to <u>2/23/2025</u> .
	<u>2/18/2025</u>	Meetings with constituent and stakeholder group representatives. (in person, virtual or both)
	<u>2/23/2025</u>	8 a.m. deadline for survey/input from constituents, stakeholders and Board members, including online survey.
	<u>2/24/2025</u>	Promotional slideshow draft due.
	<u>2/25/2025</u>	Board to finalize Superintendent profile for the promotional slideshow (Time: <u>TBD</u>) (option to conduct virtually)
Stage 3 Recruiting & Screening	<u>2/26/2025</u>	E-mail promotional slideshow and online application instructions to interested candidates.
	<u>3/30/2025</u>	Deadline for all application materials. (*See note below.)
Stage 4 Candidate Presentation	<u>4/10/2025</u>	Consultant develops and finalizes interview questions and procedures with the Board. Top candidates are presented to the Board and consultant assists the Board in selecting finalists for the interviews. If desired by the Board, consultant will meet with constituents and staff interview group(s) to discuss their roles. (Time: <u>TBD</u>) (In person)
	<u>Wk 4/14/2025</u>	Interview candidates (1 st round) (option to conduct virtually).
	<u>Wk 4/14/2025</u>	Meeting with consultant following the last interview. (Time: <u>TBD</u>) (option to conduct virtually)
Stage 5 Selection of Finalist & Future Planning	<u>Wk 4/21/2025</u>	Interview finalist candidates (2 nd round). (In person) Stakeholder involvement?
	<u>Wk 4/21/2025</u>	Final meeting with consultant following the last interview. (Time: <u>TBD</u>) (option to conduct virtually)
	<u>TBD</u>	Consultant will discuss contract terms with the finalist.
	<u>TBD</u>	Offer the contract.
	<u>TBD</u>	Press release of new Superintendent.
	<u>TBD</u>	Board Self-Assessment Survey Results presented to the Board.

**All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors. (Actual dates to be determined in the first meeting with the Board.)*

Stage Two: Profile Development

Once we have collected information from the Board during the Discovery stage, the Profile Development process will begin.

How We Engage



Individual and Group Interviews

We are eager to interview each Board member individually as well as visit with designated stakeholder groups as identified by the Board. From Administrators to Support Staff, the designated group bring unique perspectives to help us develop a comprehensive profile for leadership.



Open Community Forums

In addition to interviews, we host community forums and invite all community members, staff and parents to participate. With forums in both the morning and evening, we maximize attendance of constituents. These forums help us solicit input via the survey process and create dialogue by asking a series of questions related to the desired characteristics of the new Superintendent.

The purpose of these meetings will be to educate stakeholders about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.



31 Desirable Characteristics Survey

In addition to scheduled meetings and forums, we offer an online profile survey option, our exclusive 31 Desirable Characteristics Survey. This survey has space for written comments and recommendations. The survey is available in various languages to be placed on the District website.

Results of our dialogue

The results of the stakeholder input is summarized in a report **shared with the Board and community** regarding **our findings and recommendations.**

We will present a tabulated and analyzed graphic report in which Board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration.

Our dialogue with constituents and interviews with individual Board members, coupled with survey results and comments, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

"In a somewhat constricted timetable, Ray & Associates lead a process to gather information from all stakeholder groups on the characteristics that should be prioritized in the search, managed the application and interview process, and organized a busy day of in-person forums and zoom meetings for stakeholder groups."

**- Ms. Victoria Powers
Bexley City Schools Board VP**

Ray and Associates, Inc. firmly believes in parent, staff and community participation, especially in the development of an accurate profile for the position. Our firm takes developing the profile very seriously as the profile is the focal point of our recruitment efforts. We are eager to interview each Board member individually and visit with stakeholder groups who attend scheduled meetings. We will meet with any employees and other stakeholders as identified by the Board. Our firm also offers the opportunity for the community, staff and parents to participate in morning and evening forums that are organized to

solicit input via the survey process and create dialogue by asking a series of questions related to the desired characteristics of the new Superintendent. **We recommend virtual stakeholder sessions as well. We want to make sure everyone has an opportunity to participate whether in person or virtual. These services are available in various languages at no additional fee.** The purpose of these meetings will be to educate them about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.

In addition, our firm offers an online profile survey option with space for written comments/recommendations which is available in various languages at no additional fee. We will provide you with a link for placement on the district website and for the district to distribute to district stakeholders. Our office will maintain, collect and analyze all information received and include this in the report to the Board.

Our process consists of Q and A sessions and the administration of our own 31 Desirable Characteristics Survey. This culminates in an open meeting report to the Board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which Board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board. At the encouragement of the consultants, many survey respondents will provide additional comments to the Board which are presented as a part of this report. Our dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

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SAMPLE OF SURVEY RESULTS PROVIDED TO BOARD

Qualities Desired in a New District Administrator	Teachers (75)		Administrators (12 Eng. + 1 Sp.) = 13		Support Staff (33)		Parents (235 Eng. + 2 Sp.) = 237		Students (15)		Non-Parent Community Members (25)		Board of Education (8)		Abbreviated Definition of Quality and Characteristics
	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	
1	47	3	8	3	23	2	109	7	11	2	11	6	1	21	1. Willing to listen to input, and is a decision maker
2	35	9	6	7	14	10	121	5	7	8	18	1	7	1	2. Has leadership skills to respond to opportunities/challenges of diverse student body and community
3	4	30	0	27	2	30	24	31	4	15	2	29	0	29	3. Able to work with legislators and lead organization through legislative process
4	9	28	0	27	1	31	25	30	2	24	4	27	1	21	4. Ed.D. or Ph.D.
5	41	4	8	3	22	3	123	4	11	2	15	3	6	2	5. Strong moral compass rooted in justice and equality
6	36	7	8	3	15	8	133	3	8	5	12	5	3	9	6. Strong communicator in speaking, listening and writing
7	19	17	5	11	9	16	57	21	4	15	7	18	3	9	7. Commitment to visibility and actively engaged in a broad range of community groups
8	38	6	3	19	16	5	145	1	3	17	9	8	2	14	8. Has experience recruiting and maintaining exceptional staff for the district and schools
9	12	24	5	11	10	15	51	24	3	17	8	12	2	14	9. Ability to build consensus and commitment among individuals & groups
10	26	12	0	27	8	17	26	29	1	27	6	21	0	29	10. Has experience working effectively with employee representative groups/unions
11	17	19	6	7	15	8	73	15	6	10	6	21	4	7	11. Ability to delegate and oversee work of staff and maintain accountability
12	22	15	5	11	11	13	77	13	3	17	8	12	2	14	12. Experience with effective management that will benefit the long-term financial health of district
13	23	14	5	11	16	5	62	19	6	10	8	12	2	14	13. Possesses excellent interpersonal skills and can present a positive image of district
14	3	31	0	27	5	26	30	28	3	17	1	31	0	29	14. Non-traditional or "hybrid" with background in business and/or education
15	36	7	10	1	13	11	103	8	12	1	7	18	4	7	15. Strongly committed to "student centered" philosophy in all decisions
16	14	22	7	6	6	23	70	17	1	27	6	21	1	21	16. Ability to develop both short and long range goals
17	14	22	4	18	5	26	61	20	2	24	9	8	1	21	17. Ability to develop and communicate a vision of quality education
18	16	21	2	21	7	20	57	21	1	27	7	18	2	14	18. Experience in selection and implementation of educational priorities
19	22	15	2	21	4	29	80	12	7	8	6	21	1	21	19. Commitment to both academic and extracurricular programs

Qualities Desired in a New Superintendent	Teachers	Administrators	Support Staff	Parents	Students	Non-Parent Community Members	Board of Education	Total	Combined Ranking	Consultant Recommendation	Abbreviated Definition of Quality and Characteristics
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Raw	Rank		
1	3	3	2	7	2	6	21	44	6	Consider	1. Willing to listen to input, but is a decision maker
2	9	7	10	5	8	1	1	41	4	Recommend	2. Has leadership skills to respond to opportunities/challenges of diverse student body and community
3	30	27	30	31	15	29	29	191	31		3. Able to work with legislators and lead organization through legislative process
4	28	27	31	30	24	27	21	188	29		4. Ed.D. or Ph.D.
5	4	3	3	4	2	3	2	21	1	Recommend	5. Strong moral compass rooted in justice and equality
6	7	3	8	3	5	5	9	40	3	Recommend	6. Strong communicator in speaking, listening and writing
7	17	11	16	21	15	18	9	107	17		7. Commitment to visibility and actively engaged in a broad range of community groups
8	6	19	5	1	17	8	14	70	11	Consider	8. Has experience recruiting and maintaining exceptional staff for the district and schools
9	24	11	15	24	17	12	14	117	18		9. Ability to build consensus and commitment among individuals & groups
10	12	27	17	29	27	21	29	162	27		10. Has experience working effectively with employee representative groups/unions
11	19	7	8	15	10	21	7	87	13	Recommend	11. Ability to delegate and oversee work of staff and maintain accountability
12	15	11	13	13	17	12	14	95	14	Consider	12. Experience with effective management that will benefit the long-term financial health of district
13	14	11	5	19	10	12	14	85	12		13. Possesses excellent interpersonal skills and can present a positive image of district
14	31	27	26	28	17	31	29	189	30		14. Non-traditional or "hybrid" with background in business and/or education
15	7	1	11	8	1	18	7	53	7	Recommend	15. Strongly committed to "student centered" philosophy in all decisions
16	22	6	23	17	27	21	21	137	21		16. Ability to develop both short and long range goals
17	22	18	26	20	24	8	21	139	22		17. Ability to develop and communicate a vision of quality education
18	21	21	20	21	27	18	14	142	24		18. Experience in selection and implementation of educational priorities
19	15	21	29	12	8	21	21	127	19		19. Commitment to both academic and extracurricular programs

Stage Three: Recruitment and Screening

Using the newly created Profile as our guide, Ray & Associates will begin searching our extensive network of professionals to find the perfect match.

Recruitment

We believe the best candidates need to be recruited. Ray & Associates will conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:

- Contact individuals in our firm's database of nearly 3,000 school administrators whose interests match District criteria.
- Utilize our network to solicit nominations from groups including:
 - Our Associate Team from across the nation
 - Ray & Associates' National Advisory Committee
 - Contacts from various Professional education organizations
 - Other Professional Consultants in the private and public sectors

This network paired with our database and 28,000 unique monthly visits to our website allows us to recruit applications from qualified individuals.

Advertising

We're here to share your message by utilizing the robust Ray & Associates website paired with productive educational advertising venues and social media channels

- Advertise nationally in the following external platforms as selected by the Board:
 - The School Superintendent's Association (AASA)
 - Education Week Newspaper and Website
 - National Association of School Superintendents (NASS)
 - State Administrators and State Association of School Boards Publications
 - The School Administrator Publication, Executives Only Website
 - Association of Latino Administrators and Superintendents (ALAS)
 - National Alliance of Black School Educators (NABSE)
 - American Association of School Personnel Administrators (AASPA)
- Advertise nationally in the following internal platforms:
 - Ray & Associates Website
 - Ray & Associates Candidate Database
 - Ray & Associates Social Media Channels
 - Facebook, Twitter, LinkedIn
 - Associate Networks and Word of Mouth

Screening

Once viable candidates have been identified, Ray & Associates contacts provided references as well those not listed on the applications. Our background research team then conducts extensive investigations of top candidates through our comprehensive system.

These investigations go well beyond listed references and their current position to include contacts with state associations and national leadership organizations. A complete check of a candidate's work history is also completed utilizing online search engines as well as social media. We not only vet candidates extensively in their professional career, but it is also important for us to be familiar with their personal life as that can have an impact in their profession. The candidates who meet the qualifications selected by the Board become top candidates.

Finally, our firm interviews each viable candidate that meets Board criteria and verifies their qualifications and experience to ensure only the best matches are presented to the Board.

Stage Four: Candidate Presentation

Candidate Review

As part of the candidate presentation to the Board, Ray and Associates will bring before the Board 8-12 top candidates for the Board's consideration. Our team will review the application information for these 8-12 candidates, making sure they meet the desired qualities selected by the Board (i.e. teaching experience, etc.) Additionally, these candidates will be screened by our team which consists of the following:

- Checking the internet, social media, etc. to see what, if any, articles are found.
- Asking if they are still interested in the position.
- If nothing negative is found on the internet, the candidate is contacted and asked a series of questions including "Have you applied for any other position?", "What is the status of your contract?", "Have you ever been released, fired or resigned from a position?". The candidates are also asked some district specific questions.
- We then contact references and non-references asking them a series of questions.

The 8-12 candidates are also asked to complete a one-way video through the Spark Hire program. If the candidates are deemed viable their application packet and video will be presented to the Board for review. Our team will discuss information found during the screening and assistance will be given to the Board to assist in making the decision about who to advance for 1st round interviews.

Upon the completion of candidate review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against the others. The Ray and Associates representative will then provide the Board with a summary of the individual Board responses. This summary assists the Board members in reaching consensus on which candidates are worthy of an interview. Following these steps ensures that all Board members have an equal opportunity to be involved in the selection process.

Consensus Building

Upon the completion of the candidate review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against one another. The R&A representative will then provide the Board with a summary of the individual Board responses. This summary assists the Board members in reaching consensus on which candidates advance to the interview stage.

The Interviews

Ray & Associates will coordinate all logistics of the interview process with candidates, as well as assist the Board in establishing the interview format, developing interview questions, moderating finalist forums, and evaluating post-interview.

Stage Five: Candidate Selection

First Round Interviews

If desired by the Board, first round interviews with 6-8 candidates can be virtual (in-person is also an option) to maximize cost savings for the district. Following all interviews, the same matrix from the candidate presentation will be conducted to narrow the candidate pool down to typically two to three finalists.

Final Interviews

Final interviews are conducted on-site at the district, in-person with the finalists. Should the Board elect to do so, finalists can meet with small constituent groups as identified by the Board. Additionally, forums with Administrators, Teachers and Support Staff, and the Community at large can be held with our firm moderating the sessions. A survey link for participants to provide feedback will be provided.

Ray & Associates will conduct criminal, civil litigation, sex offender registry, social security, motor vehicle record checks and verification of educational degrees on the top 2-3 candidate(s) through an outside service at no additional cost.

Once a final candidate is selected, we work with you to lay the foundation for a winning offer. Our team will work with the district legal staff in negotiating the contract with the successful candidate at no additional cost to the district.

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Empower leaders to deliver greater impact.

Choose solutions to support successful placements.

Finding the best candidate is critical, but it is only the first step. Leaders are most effective and inspired when they receive real-time support, meaningful tools, and actionable feedback in collaboration with a trusted partner.

Set your candidate up for success by investing in solutions designed for both experienced and new leaders alike. These customizable options from our partner CESO address the opportunities and challenges unique to K-12 executive roles to deliver true impact for the larger community.

Learn More Here! <https://theceso.com/services/>

Strategic Planning

Drive true impact and increase community involvement, trust, and confidence in your district with guidance for strategic plan development and implementation based on your vision, goals, and values.

Thought & Strategy Partnership

Leverage a coach to help focus on the important, not just the urgent. Tackle complex issues and achieve your goals as you alternate between thought and strategy work with a trusted partner.

Operational Assessments

Gain a comprehensive understanding of your current operations and get a prioritized action plan for improvements. Available for transportation, communications, human resources, nutrition, technology, facilities, and finance.

Strategic Communications

Build stakeholder support for the work you do for students and strengthen your community's awareness and understanding of your district through comprehensive, proactive communications strategies.

District Office Studies

Increase organizational partnership and deliver better results with an in-depth study to better identify if your district office's roles and structures are aligned to support your strategic plan and overall operations.

Executive Onboarding

Receive a fully customized onboarding experience to support daily tasks, board and community relations management, public speaking, team management, budgeting, time management, and more.



Search Cost: The Complete Process

The cost of our Proposal is for a complete search and is not broken down by services or hours spent. The Board will be guided and assisted by Ray & Associates at every step in the search process, from the initial phase of determining the desired qualities for the position, through the actual hiring of the new Superintendent. Our process is flexible. If the Board desires a different approach or would prefer certain options other than those provided in our Proposal, we can adjust our process to meet your specific requirements.

Cost Breakdown

The base fee for the performance of the Superintendent search by the consultants as provided in this Proposal will be eighteen thousand dollars (\$18,000.00). If the Board selects only certain elements offered in this package, or requests services not included in this package, our fees and reimbursed expenses will be adjusted accordingly. Ray & Associates will discuss any modifications relating to the search fee regarding our services at the formal presentation.

The Superintendent search fee shall be paid in three (3) installments; 1/2 of total fee is due upon signing of the contract; 1/4 of fee is due at the time of the stakeholder meetings; and the final 1/4 of fee is due when candidates are presented to the Board.

We will provide the Board with criminal, civil litigation, social security, motor vehicle and sex offender registry and verification of educational degrees for the top (2-3) candidates at no additional fee. There is no charge by Ray & Associates for the services to assist the Board in negotiating a contract with the new Superintendent and the development of the contract terms.

Price Match

Ray and Associates will agree to match the price of any competitive bid if the bid is for a comparable level of services and support (both time and process).

Consultant Reimbursed Expenses: Search expenses, including travel, lodging, meals, shipping, and other related items will be kept to a minimum and are to be reimbursed by the district. Said expenses will be invoiced as they occur and will include a detailed account listing.

Candidate Expenses: Many districts reimburse candidates for interview expenses, such as travel, lodging and meals for the candidate and spouse. In this case, candidates will submit all receipts and expense documentation to a designated individual at the district. Said expenses will be paid by the district as they occur.

Cost Saving Expense Options: Ray & Associates. is aware of budget concerns and offers several cost saving options including:

- Conduct meetings with our consultants virtually to minimize Associate travel expenses
- Review and utilize meeting materials electronically via email, shared drive, etc.
- Conduct First Round Candidate Interviews virtually to reduce candidate travel expenses

ESTIMATED COST SHEET – SALINE AREA SCHOOLS

Ray & Associates will spend as much time as needed conducting a successful search for Saline Area Schools. Please Note: Our flat fee is inclusive of all services. The only hourly rates that would apply would be for requests above and beyond this Proposal; these rates run from \$50/hour for Administrative work and \$200/hour for Associate work.

Base Fee:

Ray & Associates Contracted Base Fee \$18,000.00

Travel:

Airfare (if needed) \$2,000.00
Ground Transportation (mileage billed at IRS rate per mile)..... 500.00
Hotel 700.00
Meals 300.00
*Travel Subtotal \$3,500.00

*Expenses will be less if some of the meetings are conducted virtually to eliminate associate travel.

Board Approved Advertising:

Advertising expenses are stated separately as they are dependent upon each District and their unique needs. Our Associates make recommendations, and the Board has the final authority on frequency and dollars spent. Ray & Associates *does not collect a commission* for placing the ads. The average spent on advertising by a district is \$1,200 to \$1,500.

Advertising Expenses \$1,200.00

**ESTIMATED TOTAL SEARCH COST \$22,700.00

**Does not include estimated candidate expenses for interviews.

Candidate Expenses:

The actual number of candidates interviewed is at the discretion of the Board. The estimated cost to interview a candidate is approximately \$2,000. This estimate is dependent on the candidate's geographic location and the Board's reimbursement policy. Candidate travel expense reimbursement is the responsibility of the district.

All expenses are estimates, based on past experiences. Saline Area Schools will be billed for only the actual expenses incurred.

References

We have chosen several clients from our recent search list.

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Rochester Community Schools	Rochester Hills, MI	Michelle Bueltel	Board President	Cell: 248-568-5131 mbueltel@rochester.k12.mi.us
Wichita Public Schools	Wichita, KS	Sean Hudspeth	Chief of Human Resources	Cell: 316-708-2555 shudspeth@usd259.org
Kalamazoo Public Schools	Kalamazoo, MI	TiAnna Harrison	Board President	Cell: 269-910-6272 tiannaharrison.kpsboe@gmail.com
Ferndale Public Schools	Ferndale, MI	Sandra Dukhie	Board President	Cell: 248-632-6107 sandra.dukhie@ferndaleschools.org

Commitment to Diversity, Equity, and Inclusion

Ray & Associates will provide our clients with the highest quality services to assist them in hiring leaders who will meet district specific needs and positively impact the education of all students.

Ray & Associates is committed to identifying the best candidates that ensures each student will have the resources and support needed for their educational journey each and every day. We understand that students, staff, families and the community are the foundation and as our goal, we commit to finding the best candidates that will do the following:

- Provide quality instruction for each student.
- Include all students, families, staff, and community members.
- Transform systems that contribute to inequities.
- Develop relationships that are intentional and reciprocal.
- Collaborate with families, students, staff, and community.
- Communicate in an honest, open, and courageous manner.

Join us as we **WORK** together. **ASK** questions. **LISTEN** fully. **ACT** meaningfully!

Satisfaction Guaranteed

Ray and Associates, Inc. or Saline Area Schools may terminate this contract at any time for any reason by giving at least fourteen (14) days' notice in writing. If the contract is terminated by Saline Area Schools as provided herein, Ray and Associates, Inc. shall be paid a mutually agreed upon payment as negotiated between Ray and Associates, Inc. and Saline Area Schools for the work completed as of the date of notification of termination. Ray and Associates, Inc. shall incur no additional fees and expenses payable by Saline Area Schools after notice of termination without written authorization from Saline Area Schools.

If the Superintendent departs from the position during the first year under any circumstances or within two (2) years if a majority of the Board is still in place and departure is due to dissatisfaction and not health related matters, personal or familial reasons, Ray and Associates, Inc. will recruit new candidates for the Board at no additional cost barring travel, advertising, and due diligence expenses.

In addition to this, we do not recruit candidates we have placed for a minimum of 5 years.

Confidentiality

The nature of our work and our ability to carry out our responsibility to you is directly related and dependent upon our present and past experience in providing similar services to others. Ray & Associates will preserve the confidential nature of any information which becomes available to us resulting from the services rendered to the Board.

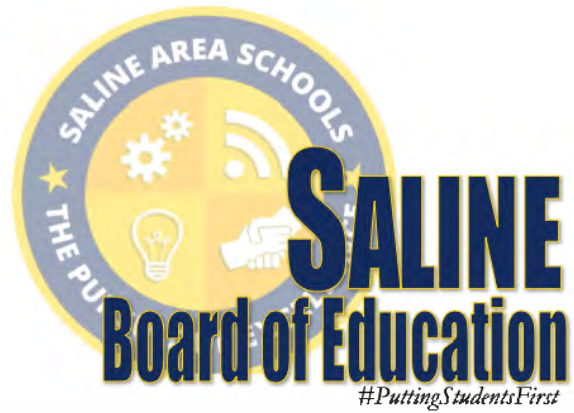
At Ray & Associates, it's our job to take the pressure off of your team. The details and the process are our specialty, and you'll see this in every step of the search. Our priority is to guide your focus toward the big picture, allowing you to focus on learning more about the potential leader for your District, asking critical questions, and shaping the future for your students.

Should you have any questions about this Proposal, please do not hesitate to contact us at kathy@rayassoc.com or via phone at 319-393-3115.

Thank you for your time as you make this decision to shape the future of your district. We are extremely pleased to be considered as your partner in the process to identify and engage your next visionary leader.

Board of Education Meeting

Liberty School Board Room
January 14, 2025, at 6:30 PM



MINUTES

Mission

We, the Saline Area Schools, will equip all students with the knowledge, technological proficiency, and personal skills necessary to succeed in an increasingly complex society. We expect that our students, staff, and the Saline Community will share in these responsibilities.

OPENING

Organizational Meeting of January 14, 2025

1. **CALL TO ORDER** of the Organizational Meeting of January 14, 2025

Meeting was called to order by President McVey at 6:31pm

Board Members Present: Tim Austin, Darcy Berwick, Brad Gerbe, Lauren Gold, Michael McVey, Jennifer Steben and Jason Tizedes

Central Administration Present: Superintendent Laatsch, Assistant Superintendents Baaki Diglio and Owsley, Executive Directors Clary, Davis, Martin and Voelker.

2. **PLEDGE OF ALLEGIANCE**

3. **CEREMONIAL SWEARING-IN OF NEW AND RETURNING BOARD TRUSTEES**

Hon. Anna M. Frushour, 14-A District Court Washtenaw County

Darcy Berwick, Trustee Brad Gerbe, Trustee
Jennifer Steben, Trustee Jason Tizedes, Trustee

4. **ACTION ITEMS**

A. **MOTION** made by Trustee Gerbe, support Trustee Steben, **that the Board of Education elect Lauren Gold as temporary chairperson to serve until such time as a president is elected per Policy 0151.**

Ayes - All Present - **MOTION CARRIED 7-0**

B. Election of Board Officers

1. President

Trustee Gerbe nominates Michael McVey
Trustee Austin self nominates

Vote (5-2):

Berwick, Gerbe, Gold, McVey, Steben (McVey)
Austin, Tizedes (Austin)

2025 Board President will be Michael McVey

2. Vice President

Trustee Austin nominates Jennifer Steben

2025 Board Vice President will be Jennifer Steben

3. Secretary

Trustee McVey nominates Darcy Berwick
Trustee Steben nominates Trustee Austin

Vote (4-3):

Berwick, Gerbe, Gold, McVey (Berwick)
Austin, Steben, Tizedes (Austin)

2025 Board Secretary will be Darcy Berwick

4. Treasurer

Trustee Berwick nominates Trustee Austin
Trustee Steben nominate Trustee Gerbe

Vote (5-2)

Berwick, Gerbe, Gold, McVey, Steben (Gerbe)
Austin, Tizedes (Austin)

2025 Board Treasurer will be Brad Gerbe

5. ADJOURNMENT

MOTION made by Vice President Steben, support Trustee Austin **to adjourn the Organizational Meeting of January 14, 2025, at 6:46 PM.**

Ayes - All Present - **MOTION CARRIED 7-0**

Regular Board of Education Meeting of January 14, 2025

6. **CALL TO ORDER** of the regular Board of Education Meeting of January 14, 2025

7. **SUPERINTENDENT'S RECOGNITION**

MS Robotics Teams

SHS eSports Teams

Introduction of New Director of Safety & Security, Dan Karrick

8. **PUBLIC COMMENT**

STUDENTS - None

OTHER PUBLIC STAKEHOLDERS - None

EXTENDED PUBLIC COMMENT

Foundation for Saline Area Schools Update

Stacey Rumpsa, Executive Director

Executive Director Rumpsa gave a brief update on the Foundation. \$73,500 has been brought in sponsorship funds for the 24/25 school year. Received \$117,000 in donations and in-kind sponsorships from July through December. Awarded \$100,000 in grant funding with approximately \$32K remaining to be used. The "Hall of Fame" is open for nominations. The "Beads and Beats" event will take place on February 28th featuring a live/silent auction and dueling pianos.

9. **RESPONSE TO PREVIOUS PUBLIC COMMENT**

AGENDA

10. **REVISIONS/APPROVAL OF AGENDA**

MOTION made by Trustee Austin, support Vice President Steben **to approve the agenda as printed.**

Ayes - All Present - **MOTION CARRIED 7-0**

11. **STUDENT SHOWCASE**

Saline High School High Five Club

Presenter: Lizzie Thibeault

The High Five Club is a volunteering club at Saline High School, focused on making a difference in the community, particularly among senior citizens. The club was originally started by a group of friends who wanted to have a bigger impact on the community by giving attention to people who often go unrecognized, our senior citizens. They organize games nights, offer yard clean up, and host holiday card-making events to name a few things. They make connections through social media and through the Director of the Saline Senior Center, who helps them connect throughout the community.

12. **ACTION ITEMS**

- A. **MOTION** made by Vice President Steben, support Trustee Gerbe **to appoint the Board's Recording Secretary Betty Jahnke, Board Secretary Darcy Berwick, and Superintendent Steve Laatsch to serve as the Board's designees for posting legal notices.**

Ayes - All Present - **MOTION CARRIED 7-0**

- B. **MOTION** made by Trustee Gold, support Trustee Austin **to approve the reappointment of Bari Livsey and Chris Michalak to be the Saline Area Schools representatives on the Local Development Finance Authority for the City of Saline as submitted by Superintendent Laatsch.**

Ayes - All Present - **MOTION CARRIED 7-0**

- C. **MOTION** made by Vice President Steben, support Trustee Gold **to approve the reappointment of Ben Goodman and Jackie Martin to the Local Access Cable Television Commission for 2025 as submitted by Superintendent Laatsch.**

Ayes - All Present - **MOTION CARRIED 7-0**

- D. **MOTION** made by Secretary Berwick, support Treasurer Gerbe **to postpone the Board of Education review of the Emergency Operations Plan (EOP) to March**

Ayes - All Present - **MOTION CARRIED 7-0**

Note: Policy Committee will review Policy 8402 for compliance with an annual review.

- E. **MOTION** made by Vice President Steben, support Trustee Austin **to invite the current board president, Michael McVey, to create an ad hoc committee to facilitate the Superintendent search.**

Ayes - All Present - **MOTION CARRIED 7-0**

- F. **MOTION** made by Vice President Steben, support Treasurer Gerbe **to approve the recommendation to purchase Sorinex Exercise Equipment for the new weight room at**

Saline High School in the amount of \$427,005.05 as submitted by Rex Clary, Executive Director of Operations.

Ayes - All Present - **MOTION CARRIED 7-0**

- G. MOTION** made by Vice President Steben, support Treasurer Gerbe **to approve the purchase proposal from Interkal to replace Saline High School gymnasium east and west bleachers/seating in the amount of \$295,663 as submitted by Rex Clary, Executive Director of Operations.**

Ayes - All Present - **MOTION CARRIED 7-0**

- H. MOTION** made by Vice President Steben, support Trustee Gold **to approve Bid Package #3 MS Recreation Complex & Parking Lot Contract Award Recommendations in the amounts of \$18,255,709 to Clark Construction for subcontract work, \$742,000 to Kingscott for Architect Services and \$82,237 for permits, water and sewer connections as submitted by Rex Clary, Executive Director of Operations.**

Ayes - All Present - **MOTION CARRIED 7-0**

- I. MOTION** made by Trustee Austin, support Secretary Berwick **to approve Bid Package #4 Trane Pre-purchase Equipment Saline Middle School - Interior Renovation recommendation in the amount of \$48,981 as submitted by Rex Clary, Executive Director of Operations.**

Ayes - All Present - **MOTION CARRIED 7-0**

13. DISCUSSION ITEMS

- A. Report from ad hoc committee on Third Party Review of Athletics**

Facilitator: Trustee McVey

The ad hoc committee had established parameters for the review, including the scope of work, timeline, and budget. They initially interviewed 4 consultants. Since the interview process, 2 have withdrawn. Budget and processing times are varied. Considerations when evaluating the proposals included: objectives, flexibility/timing, independence (no connection to MHSAA), personality/collaborative approach.

Next steps look to include an open ad hoc committee seeking input from stakeholders to narrow the review's parameters, possibly re-evaluating proposals for fit, and potentially reaching out to request proposal revisions. Also a possibility of reopening the search process. The ad hoc committee is restricted in their ability to make decisions without holding an open meeting.

14. ADMINISTRATION / BOARD UPDATES

Superintendent Laatsch: Congratulations to MS Science Teacher Leigh Ann Roehm for being awarded the Presidential Award for Excellence in Mathematics and Science Teaching. This is the highest award that K-12 math and science teachers can receive from the US Government. This award honors the vital role that American teachers and mentors play in shaping the next generation of technical leaders, including scientists, engineers, explorers and innovators. The award comes with a \$10K payment and a national recognition in Washington DC. Thank you to Jason and Darcy for participating in professional development this coming Saturday at WISD completing CBA 101.

Student Representatives: Thank you to the SHS High Five for presenting, congratulations to all the MS Robotics and HS eSports teams. Welcome new board members, Jason Tizedes and Darcy Berwick.

Trustee Tizedes: Shout out to the Robotics team. Would be great to get more community involvement with our clubs. Acknowledged that some of the club advisors are just community members with a passion.

Treasurer Gerbe: Thank you to all who came this evening and to the families of our trustees. Excited for the future of STEAM in our district. Welcome to new Trustees Jason Tizedes and Darcy Berwick. Thank you for your trust in electing me Treasurer again for this year. Congratulations to MS Teacher Leigh Ann Roehm. Looking forward to our tour of the HS Steam and Weight Room. Thank you to our community for passing the bond.

Vice President Steben: Thank you recognition as a newly elected Trustee. Appreciated the Oath and Reception and sharing it with family and friends. Welcome to our new Trustees Jason Tizedes and Darcy Berwick. Congratulations to Leigh Ann Roehm. Looking forward to the upcoming FSAS Beats & Beads fundraiser supporting the Foundation for Saline Area Schools.

Trustee Gold: Congratulations to Leigh Ann Roehm. Welcome to Dan Karrick. Shout out to the Unified Basketball Team and our special education students. Congratulations to Kim Jasper for being among the named Ann Arbor Family Favorites. Welcome to our new Trustees Jason Tizedes and Darcy Berwick.

Trustee Berwick: Honored to be serving on the Board of Education. Our children have now graduated and we loved our experiences at SAS.

15. **CONSENT AGENDA**

MOTION made by Secretary Berwick, support Treasurer Gerbe, **to authorize the Consent Agenda as printed.**

Ayes - All Present - **MOTION CARRIED 7-0**

- A. **Approval** of the Regular Board of Education Meeting Minutes of December 10, 2024
- B. **Approval of Payment** of the General Fund Accounts Payable of January 14, 2025, in the amount of \$5,197,862.75

- C. **Approval of Payment** of Bond Series III Accounts Payable of January 14, 2025, in the amount of \$56,750.00
- D. **Approval of Payment** of 2023 Bond Fund Series I Accounts Payable of January 14, 2025, in the amount of \$1,715,962.25
- E. **Receive and File** Finance and Human Resources Report
- F. **Confirm and Acknowledge** Superintendent's Retirement

CLOSING

16. **ITEMS SCHEDULED ON NEXT AGENDA**

Board Committee Assignments
School Board Recognition
Superintendent Search Firm presentation

17. **PUBLIC COMMENT**

STUDENTS - None

OTHER PUBLIC STAKEHOLDERS - None

18. **NEXT MEETING**

The next Board of Education Meeting will be held on January 28, 2024, at 6:30 PM.

19. **CLOSED SESSION**

MOTION made by Vice President Steben, support Trustee Austin **to enter Closed Session of the Board of Education at 8:50 PM, with the intent to re-enter Open Session at 10:15 PM, for the purpose of Complaints and Disciplinary Action 8(a) and Collective Bargaining 8(c). Under Sections 8(a) and (c) of the Open Meetings Act, a simple majority vote is sufficient to enter into a closed session.**

20. **RE-ENTER OPEN SESSION**

Without objection, the Board of Education re-entered open session at 11:50 PM.

21. **ADJOURNMENT**

MOTION made by Secretary Berwick, support Trustee Tizedes **to adjourn the Regular Board of Education Meeting of January 14, 2025, at 11:52 PM.**

Ayes - All Present - **MOTION CARRIED 7-0**

Respectfully submitted,



Darcy Berwick
Board Secretary

Recorded by: Betty Jahnke

Draft



TOPIC: Human Capital Recommendations

The following human capital changes including resignations and new hires are being presented to the Board of Education to receive and file:

RESIGNATIONS / TERMINATIONS:

<u>NAME</u>	<u>BLDG./DEPT.</u>	<u>ASSIGNMENT</u>	<u>STATUS</u>	<u>REASON</u>	<u>EFFECTIVE</u>
Heidi Phelps	High School	Special Education Teacher	Separation	Resignation	17.Jan.25
Windy Lambert	Harvest	Food Service Assistant	Separation	Resignation	10.Jan.25
Pamela Golobek	Transportation	Bus Driver	Separation	Resignation	16.Jan.25
Nate Lampman	High School	Teacher	Separation	Retirement	6.Jun.25

NEW HIRES

<u>NAME</u>	<u>BLDG./DEPT.</u>	<u>ASSIGNMENT</u>	<u>STATUS</u>	<u>STEP</u>	<u>EFFECTIVE</u>
Stacey LaBrecque	Middle School	Paraeducator	New Hire	1	13.Jan.25
Bret Croskey	High School	Custodian	New Hire	1	13.Jan.25

RECOMMENDATION: That the Saline Area Schools Board of Education consents to the personnel report recommendations as presented.